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3 JUL 1980

MEMORANDUM FOR: Deputy Director of Central Intelligence

FROM: Harry E. Fitzwater
Director of Personnel
Policy, Planning, and Management

SUBJECT: Status Report - Advance Work Plan

REFERENCE: DDCI Memo dtd 4 June 1980, Subj: FY-80 Goals Program

1. This is the second report on the status of my Advance Work Plan. For your convenience, a copy of the AWP is attached (Tab A).
2. During this quarter, we experienced the same busy, exhilarating pace noted in the prior report. We saw many complicated issues discussed and resolved at the EXCOM level. The NAPA consultant report is almost history in the context of implementing actions. The SIS Program is beginning to take hold. The quarter was highlighted by a discussion and approval of various key issues relating to the awards program and the Senior Officer Development Program. You will see elsewhere in this report specific detail on the initiation of a new applicant processing system, a dramatic departure from the past, which is finally beginning to take hold. As a summary observation, therefore, the senior staff and I feel pretty good about the progress we are making as an Office, and the new initiatives which have been taken. There are some decisions in controversial areas yet to be made, but we look forward to the next quarter with the same professional anticipation as we have in the past.

Objective #1: While we must of course defer to you and to the Director for the ultimate judgment on how well the Office of Personnel Policy, Planning, and Management is being managed, I am proud to share with you my own perception as well as those which have come to me. It has been more than six months since our Office was relocated to the Office of the DCI/DDCI. It is our belief that Agency managers, particularly the Deputy Directors, accept our role in policy formulation and administration. We have noted with some pleasure the extent to which our advice and assistance are being sought in certain of our

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activities; e.g., manpower planning, and the extent to which our decisions on our various programs are accepted. I have tried to make a special effort not to burden you personally with affairs of this Office unless they were of such significance as to warrant your personal review or decision.

Objective #2: In our prior report, we detailed the many new initiatives taken for and in behalf of OPPPM careerists. Work on those initiatives is continuing. Since our last report, we also had an Office-wide conference [] The feedback from the careerists was entirely favorable. During that session, my Deputy and senior staff met as a panel to answer specific questions from our personnelists on career service matters; e.g., promotions, reassignments, career development mechanisms, etc. This was a forthright exchange between the panel and audience which, I am told, provided the careerists with their first opportunity to present tough questions to those who pass judgment on their performance and their future. []

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Given the new initiatives reported in the previous report, we are concentrating on those efforts in the hope of completion by the end of the fiscal year.

In summary, I am personally satisfied with the extent and quality of efforts taken by the OPPPM staff in the career development activity.

Objective #3: We are pleased to report that all but two of the NAPA recommendations and the resulting personnel decisions reached at Executive Committee meetings during November and December 1979 assigned to OPPPM for action have been completed. The only remaining items are the finalization of the Personnel Management Handbook, and competitive transfer rights. The Handbook is now in draft form and out for review within OPPPM. Discussions have been held with representatives of OPM regarding gaining non-competitive transfer rights to the Federal service for CIA employees. Presently, OPM is verifying that CIA has a merit system prior to approval for an Executive Order establishing these transfer rights.

During this review period, the following were accomplished:

- ° All of the [] were reviewed and, where necessary, revised to reflect policy statements.

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- ° Revisions have been made to the Vacancy Notice System and the computerization of the distribution of the notices is working smoothly. Specific positions have been identified Agency-wide where vacancy notices will be required.
- ° Consolidating some skill groups under fewer panels was studied and the recommendation that the present evaluation system not be changed was recently forwarded for your approval.
- ° Uniform precepts for CIA personnel evaluation boards and panels were approved and evaluation boards and panels are now operating under these guidelines.
- ° The analysis of having one annual promotion cycle with some minimum time-in-grade standards and having employees notified when they are selected for promotion with actual promotion becoming effective as headroom is available was completed and forwarded to you in May. The DCI returned the paper and a new version has been forwarded for EXCOM review.
- ° The Agency policy on rotational assignments was identified in the Senior Officer Development Plan and promulgated on 6 May.
- ° The Annual Personnel Plan has been revised with Career Service inputs provided to them and the initial planning phase submissions are due in early September.
- ° Policy for Leave Without Pay for Employee Spouses was approved and issued.
- ° In addition, career advancement opportunities for senior secretaries has been addressed and three recommendations were approved which will help in providing advancement opportunities. Further inquiry into this subject continues by meeting with secretarial representatives to determine avenues for long-term solutions.

(Progress Report attached under Tab B.)

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Objective #4: In our last status report we indicated that there would be a heavier emphasis on planning applications now that planning tools have been developed and are available for application. While development work will continue, I am pleased by the recent applications that have been made in direct support of management:

- ° In support of decisions on SIS promotions, age trends within the SIS have been modeled, the impact of future attrition on SIS promotional opportunities has been assessed, and the impact of current promotion rates and levels on the future increase in the number of senior women and minorities has been evaluated.
- ° A model has been used to assess the cost and benefit of two-grade promotions for professional personnel.
- ° We are increasing the modeling input to the Annual Personnel Plan.
- ° Additional components of OPPPM are being trained in the use of the new plotter to improve the quality of graphic presentation.
- ° Statistical analysis is being used to support the Office of General Counsel in a pending class action suit.
- ° Planning projections are being used to assure orderly and sustained recruiting and placement efforts during the period of partial hiring freeze.
- ° Planning projections are being prepared cooperatively for selected offices.

Objective #5: The Senior Officer Development Program (SODP) policy paper was discussed with the inter-directorate working group and the Personnel Management Advisory Board. Many of their suggestions were incorporated in the final draft which was accepted by the EXCOM in May and signed by the DDCI. The SODP encompasses the former Personnel Development Program (PDP) on a broader but hopefully simpler scale. The SODP provides for the identification and development of appropriate SIS feeder groups and calls for Career Service preparation of a Succession Planning List and a Senior Officer Development Roster. It also calls on the Career Services to identify officers and positions for inter-directorate developmental assignments.

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An implementing memorandum is currently in preparation for DDCI release providing guidance and instructions to the Heads of Career Services to get the FY 1981 program underway by 1 October. A key element will be input from the Career Service panels which will provide SODP recommendations to the Career Service Head on a systematic basis.

Objective #6: The following actions have been taken toward completion of the design and implementation of the Senior Intelligence Service (SIS):

- ° Contacted the Office of Personnel Management and other Federal agencies for information on how they are dealing with various aspects of the SES program (which are similar to SIS).
- ° Briefed certain OTR classes, a Directorate Management Advisory Group, and the Agency Federal Women's Program officers on the SIS program.
- ° Prepared proposed replies for questions on the SIS levied on the Comptroller and the Legislative Counsel by the House Appropriations Committee and the House Permanent Select Committee on Intelligence.
- ° Briefed several NSA personnel officers on our approach to senior officer development.
- ° Prepared a policy paper on the Senior Officer Development Program which was approved by the DDCI in May.
- ° Prepared an issues paper on SIS rank stipends and performance awards, which was presented to the EXCOM in June for policy decisions.
- ° Provided information to the Resource Management and Collection Tasking Staffs on implementation of certain aspects of the SIS program for their senior officers.
- ° Prepared a paper on SIS sabbatical policies for DDCI approval.
- ° Provided staff support to the DCI/DDCI on their requests for data on candidates for promotion to SIS rank.

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- Distributed SIS membership certificates to "charter members."

- Met frequently with the inter-directorate working group to solicit their views on various SIS proposals under consideration.

Objective #7: This objective has consumed a considerable amount of our resources and time. Based on developments to date, all that effort was worth it because we are on the brink of a dramatic change in our applicant processing system. While one month may not be statistically reliable, processing time was reduced by 15% for the period April to May. While our June figures are not yet available, we believe that the trend will continue because of procedural changes such as:

- Combining four decision-making points into one Applicant Review Unit.

- Computerizing of application tracking and processing.

- Hiring of a part-time courier to hand carry applicant files to outlying buildings.

- Designing a new application package, including office flyers, a shortened two-part PHS and medical and security criteria.

- Setting up a team of expeditors to make certain all deadlines are met.

- Reaching agreement with the Office of Security to cancel processing as soon as sufficient disqualifying information is obtained.

Again the problem areas we are still working on are:

- New high-speed Xerox (ordered 2 June and scheduled for installation in July).

- Space.

- Improved communication system.

- CAPER - mini computer. We have worked out most of our problems but still have some that plague us.

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We obtained outstanding support from the Deputies in our effort to install the new system. They have defended our identification of critical areas even though other personnel requirements have to suffer. They have supported us by supplying additional personnel to work in the review of worthy candidates and as expeditors. More than anything else I have been comforted by their understanding of what we are trying to do and their patience in giving us time for the new system to take hold.

Objective #8: Our goal was to increase minority recruitment by 5%. We are presently at 7%. As of 30 June (or 75% of the fiscal year), we have achieved 84% of our goal for entering minorities on duty.

Four new minority recruiters have undergone extensive formal and on-the-job training. Unfortunately one has now changed his mind about being a recruiter. Two are already in place. Since it will take a while for these new recruiters to get established in the field, we do not expect an instant increase in production. A year from now, however, we expect to see a good number of well-qualified minority applicants.

While it has not been a specific goal, for years about 20 - 22% of our new professional employees have been women. So far this fiscal year, 30% of our new professionals are women.

Objective #9: March 9, 1980, saw the advent of the new PERSIGN System (Personnel Assignment Computer System) and finalization of an interactive Human Resources System (HRS) production network. Implementation of the PERSIGN System within the HRS environment was successful and has resulted in the consolidation of personnel automated projects eliminating operation and maintenance of three separate systems formerly used and the related data redundancy. Applicants of the PERSIGN System are enabling OPPPM to be more timely and responsive to the information requirements of Agency components. The system has daily record update, on-line processing, and integrated project data interfacing with 19 other systems; e.g., CENCO, CENBAD, PERFIT, PAYROLL. Better edits and project cross-checking ensures increased accuracy. Assignment controls, requests for and notification of personnel actions are automated, thereby, reducing clerical workload.

Another essential feature of the system is an ad-hoc reporting capability. It, too, accords OPPPM greatly improved timeliness and responsiveness to Agency component requirements. Previous to the interlocking systems approach now available within the HRS, the production of many types of analytical studies and reports was not possible or, if undertaken, entailed an unacceptable time frame. Representative of recent OPPPM responses of this nature are:

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° OEE0: Statistical data of Agency's workforce by job group and level of education upon EOD. This information is to be used in assessing under-utilization or the equity of past and present employment practices; also, the basis for establishing affirmative action goals.

° OGC: Analytical studies to aid in substantiating/defending Agency actions in litigations; e.g., discrimination claims.

° PSS/OMS: Data for the purpose of integrating test results; e.g., OPLA is seeking data characteristics which are indicative of a good political analyst.

Users and customers are fast learning the processing procedures and system utilizations with confidence and competence. The system as initiated is accomplishing many tasks in a convincing and satisfactory manner meeting fully our objective of improving considerably the type of personnel data available to Agency components and our response time. Our efforts are now directed towards completing additional system taskings which will contribute to continued efficient uses and enhancements.

Objective #10: We have continued to make excellent progress on our objective of establishing ten position classification standards. There are three standards which have been approved and issued, five others have been completed and are awaiting component review, seven are in an editing and coordination stage, and initial research and drafting have begun on one other standard. It is believed that the full objective will be achieved.

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3. Although not specifically made a part of my AWP, I would like to comment on the progress we have made to establish an Agency Family Liaison Service. In December 1979 you assigned OPPPM the responsibility to establish an Agency Family Liaison Service. We are progressing satisfactorily toward that end. We circulated a vacancy notice for the Family Liaison Service Director. Forty-two employees applied for the job. A selection committee, which I chaired, chose [redacted] as the project officer and [redacted] as her personnel assistant. You met both of these ladies on 18 June 1980. We believe they are extremely well qualified and highly motivated toward this kind of activity.

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[redacted] are already spending part of their time on Family Liaison matters even though their replacements within the DDO have not yet been identified. Our office will be in the Ames Building, Rosslyn. We expect both officers to be on the job, full time, within a very few weeks.

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4. In summary, you can see from the above that this again has been a busy period for us. There are, of course, many other activities which are not covered herein. Incredible increases in workload have occurred in many areas of this Office; e.g., retirement, honor and merit awards, incentive awards and others. My own verdict is that the Office of Personnel Policy, Planning, and Management is meeting all of its responsibilities but I would welcome your judgment on this.

Harry E. Fitzwater

Harry E. Fitzwater

Att

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4 June 1980

MEMORANDUM FOR: Deputy Director for Administration
Deputy Director for National Foreign Assessment
Deputy Director for Operations
Deputy Director for Science and Technology
Inspector General
General Counsel
Legislative Counsel
Comptroller
Director, Office of Equal Employment Opportunity
Director of Personnel Policy, Planning, and
Management
Director of Public Affairs

FROM : Deputy Director of Central Intelligence

SUBJECT : FY-80 Goals Program

1. The tentative schedule for the FY-80 CIA Goals Program Third Quarter review is as follows:

DDO	17 July	1500 - 1630
DDA	24 July	1500 - 1630
DDNFA	31 July	1500 - 1630
DDS&T	7 August	1500 - 1630

All meetings will be in the DCI Conference Room.

2. In preparing your goals for this quarter, please carry over any appropriate goals from our last discussions and continue to utilize appropriate objectives of your SIS Advance Work Plan. You should add other recent top priority goals for your area that you wish to discuss. You can also begin your transition to FY-81 goals.

3. All directorates should have an appropriate personnel management goal focusing not only on implementing recent Agency-wide personnel management decisions--e.g., Agency-wide vacancy notices, uniform panel precepts, and SIS development--but also on personnel goals or issues unique to your directorate. Please include areas of concern that I highlighted in my memo to you on your FY-80 APP, particularly on reducing PRAs, better personnel planning, and improved EEO performance.

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Component Goals Packages

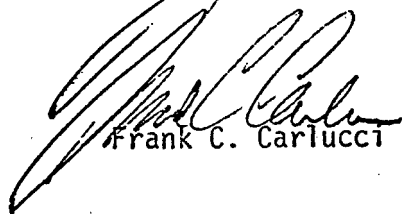
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6. I would like each of the seven independent office directors to provide me with a brief, written quarterly progress report on his individual Advance Work Plan objectives by 4 August. Include any issues or problems you may want to bring to DCI/DDCI attention or any revisions you may want to propose. OPPPM should discuss in some detail progress in implementation of the many EXCOM/NAPA recent decisions.


Frank C. Carlucci

cc: DCI
SA/DDCI/

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